

**BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND INSTRUCTION
10-202 VOLUME 7**

23 JUNE 2015

Operations



***DIRECTOR OF MOBILITY FORCES
(DIRMOBFOR) AND AIR FORCES
TRANSPORTATION LIAISON OFFICER
(AFTRANS LNO) POLICY AND
PROCEDURES***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ AMC/A3CC

Certified by: HQ AMC/A3C
(Colonel Robert H. VanHoose)

Supersedes: AMCI 10-202,V7,
25 February 2008

Pages: 25

This volume of Air Mobility Command Instruction (AMCI) 10-202 implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. It provides procedural guidance to meet the diversity of wartime, contingency, humanitarian assistance/disaster relief, and exercise situations in which the DIRMOBFOR (also known as DM4) and AFTRANS LNO may participate. It discusses roles and responsibilities, the DIRMOBFOR Council, the appointment & selection processes, and training as related to duties of the DIRMOBFOR and staff. This publication applies to all Air Mobility Command (AMC) units, and AMC-gained Air Force Reserve Command (AFRC) and Air National Guard (ANG). This publication applies to the Air National Guard when published in the ANGIND 2. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). See Attachment 1 for a list of references and abbreviations and acronyms used in this instruction.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Changes include updates to DIRMOBFOR Course Quota Allocation, Appointment, and Selection for Deployment Processes. It creates a DIRMOBFOR Council and defines member roles and responsibilities. It defines the role and utilization of an AFTRANS LNO. A new chapter on Air Forces Northern (AFNORTH) Defense Support to Civil Authorities (DSCA) operations has been added.

Chapter 1—INTRODUCTION	4
1.1. Purpose.	4
1.2. Changes.	4
1.3. Supplements.	4
1.4. Distribution and Control.	4
Chapter 2—ROLES AND RESPONSIBILITIES	5
2.1. DIRMOBFOR.	5
2.2. DIRMOBFOR Council (DM4C).	6
2.3. AIR FORCES TRANSPORTATION LIAISON OFFICER (AFTRANS LNO). .	8
Chapter 3—TRAINING	10
3.1. USAF Expeditionary Center (USAF EC) DIRMOBFOR Course.	10
Chapter 4—APPOINTMENT AND SELECTION PROCESSES	12
4.1. Director of Mobility Forces Pre-Designation Appointment Process.	12
4.2. Selection for Deployment Process.	12
4.3. DIRMOBFOR Staff Selection Process.	13
4.4. DCAPES Tasking Process.	13
4.5. Pre-deployment Actions.	14
4.6. Post Deployment Actions.	14
4.7. Funding.	15
Chapter 5—AFNORTH DEFENSE SUPPORT TO CIVIL AUTHORITY (DSCA) OPERATIONS	16
5.1. General.	16
5.2. References.	16
5.3. Responsibilities.	16
5.4. Training.	16
5.5. Reporting Instructions.	17

5.6. Tasking.	17
5.7. Roster.	17
5.8. Scheduling.	17
5.9. Re-deployment.	17
Chapter 6—DIRMOBFOR/AFTRANS LNO COMMUNICATIONS SUPPORT	18
6.1. General.	18
6.2. Tasking.	18
6.3. Deployment Duration.	19
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	20
Attachment 2—DIRMOBFOR COURSE QUOTA ALLOCATION PROCESS	24

Chapter 1

INTRODUCTION

1.1. Purpose. This publication provides guidance for the DIRMOBFOR, staff and utilization of the AFTRANS LNO. It explains basic training and pre-deployment requirements, as well as quota allocation, appointment, selection, and tasking processes. It defines the roles and responsibilities of the DIRMOBFOR with respect to exercise, contingency, humanitarian assistance/disaster relief operations. The supported theater retains responsibility for establishing policies and procedures applicable to theater forces.

1.2. Changes. Recommendations for improvements to this publication are encouraged. Submit recommendations for changes to Headquarters Air Mobility Command/A3CC (HQ AMC/A3CC).

1.3. Supplements. Supplements to this volume are not authorized. Combatant Command (CCMD) Air Components may coordinate with 18 AF/CC and AMC/A3 for additional theater requirements/instructions via MOU/MOA.

1.4. Distribution and Control. Distribution is authorized for all agencies requiring guidance on DIRMOBFOR and AFTRANS LNO policy and procedures.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. DIRMObFOR.

2.1.1. The DIRMObFOR is the designated coordinating authority for air mobility with all commands and agencies both internal and external to the joint force on behalf of the Commander, Air Force Forces (COMAFFOR) and/or Joint Forces Air Component Commander (JFACC). The DIRMObFOR is under the administrative control (ADCON) and operational control (OPCON) of the COMAFFOR. Exception: unless involuntarily activated under 10 USC Sec 12301a, ADCON for ANG members is retained by the National Guard Bureau's 201st Mission Support Squadron (201 MSS) and by AFRC for AFRC members. The DIRMObFOR is normally a senior officer with an extensive background in air mobility operations and is familiar with the area of responsibility (AOR). The DIRMObFOR provides, on behalf of the COMAFFOR, guidance to the Air Mobility Division (AMD) on air mobility matters, but such guidance will be responsive to the timing and tempo of operations managed by the Air Operations Center (AOC) commander. The AOC AMD remains under the control of the AOC commander who manages the execution of operations for the COMAFFOR. Per Air Force Doctrine, Volume III, Annex 3-17, Air Mobility Operations, the specific duties of the DIRMObFOR include:

2.1.1.1. Coordinates the integration of intertheater air mobility capability provided by United States Transportation Command (USTRANSCOM).

2.1.1.2. In concert with the AOC commander, coordinates the employment of Mobility Air Forces (MAF) assigned or attached to the joint force

2.1.1.3. Coordinates with the AOC commander and AMD Chief to ensure all air mobility operations supporting the Joint Force Commander (JFC) are integrated into the air assessment, planning, and execution processes, and are deconflicted with other air operations.

2.1.1.4. Assists in the integration and coordination of the multinational air mobility plan.

2.1.1.5. Coordinates with 618 AOC (TACC) and 18 AF (AFTRANS) to ensure joint force air mobility support requirements are met.

2.1.1.6. As the air mobility working group chair, reviews and recommends for or against mobility operations into theater airfields. Recommends aircraft defensive system policy, flyaway security team policy, operational support airlift (OSA) aircraft operating policy, aircraft armor policy/requirements, and tactical approach requirements, and advises commanders on proposed operations into high threat airfields. For some very high visibility/high threat missions, gives positive launch recommendations.

2.1.1.7. Acts as member of the joint logistics coordination board, chaired by the Geographic Combatant Commander's (GCC) J4.

2.1.1.8. Acts as the senior air mobility officer point of contact for all air mobility operations with the Joint Deployment Distribution Operations Center (JDDOC),

USTRANSCOM, AMC, 18 AF (AFTRANS), 618 AOC (TACC), GCC J4, and the USTRANSCOM DDOC.

2.1.1.9. Participates in the daily video teleconference (VTC) with USTRANSCOM J3, and additional daily VTCs with 18 AF and 618 AOC (TACC).

2.1.1.10. Establishes air mobility priorities for air mobility liaison officers (AMLOs) operating in theater.

2.1.1.11. Performs other duties as specified by the COMAFFOR.

2.1.1.11.1. If under OPCON of the COMAFFOR, the DIRMOBFOR may be delegated waiver authorities for theater OPCON missions IAW applicable AFI 11-2(Series). If not under OPCON of the COMAFFOR, the DIRMOBFOR is not in the theater chain of command and may only perform as a senior mobility advisor to the COMAFFOR.

2.2. DIRMOBFOR Council (DM4C).

2.2.1. The DM4C is a collaboration of stakeholders that oversee the DIRMOBFOR program. The 18 AF/CV (or designated representative) chairs the DM4C that includes the following members: 18 AF/A3, 18 AF/A5, 18 AF/CRA, 18 AF/CGA, USAF EC/XO, AMC/A1L, AMC/A3C, and AMC/A3Y.

2.2.1.1. Terms explained:

2.2.1.1.1. "Nominee" – Vetted by owning MAJCOM; awaiting DIRMOBFOR Course attendance.

2.2.1.1.2. "Candidate" - DIRMOBFOR course graduate; awaiting exercise participation; assigned to the "Pool" and awaiting assignment to a "Bench."

2.2.1.1.3. "Bench" – Assigned to a pre-designated and theater-aligned CCMD list (e.g., PACOM, NORTHCOM, etc.). Consists of one General Officer (O-7) and two O-6s from each component (AD/AFRC/ANG) as a minimum; determined by 18 AF/A5/CRA/CGA.

2.2.1.1.4. "Pool" – A list of all candidates not assigned to a "Bench."

2.2.1.1.5. "Tasked" – Anyone from a "Bench" identified by 18 AF/A3 to deploy for a contingency or exercise.

2.2.1.2. The DM4C meets as required to discuss emerging contingency operation requirements, upcoming exercises, "Bench" appointments, and process improvement.

2.2.2. 18 AF/A3 will:

2.2.2.1. Provide a Man-Day forecast each fiscal year (FY) to AMC/A3CC.

2.2.2.2. Assist 18 AF/A5 on determining who is assigned to a "Bench."

2.2.2.3. Provide AMC/A3CC with a deployment order (DEPOD) of who is "tasked" for a real-world contingency to expedite the DCAPES tasking process.

2.2.2.4. Ensure future DIRMOBFORs/Deputies for AEF rotational requirements are scheduled for exercise participation in coordination with AMC/A1L and AMC/A3Y.

2.2.3. 18 AF/A5 will:

2.2.3.1. Manage the appointments to a “Bench” and the “Pool” on the DIRMObFOR “Game Plan” spreadsheet maintained on the AMC/A3CC EIM SharePoint page. Coordinate AFRC and ANG members with 18 AF/CGA and CRA as applicable.

2.2.3.2. Ensure all members appointed to a pre-designated “Bench” receive theater-aligned OPLAN/CONPLAN study.

2.2.3.3. Coordinate AMC DIRMObFOR course seat allocations with AMC/A1L and USAF EC/XO and route to 18 AF/CC for approval.

2.2.3.4. Schedule DM4C meetings when required.

2.2.4. 18 AF/CGA and 18 AF/CRA will:

2.2.4.1. Provide advice to the DM4C on all applicable AFRC and ANG issues affecting the DIRMObFOR program.

2.2.4.2. Collaborate with 18 AF/A5 on filling/refreshing each theater-aligned “Bench” and coordinate through appropriate AFRC/ANG vetting process.

2.2.5. AMC/A3C will:

2.2.5.1. Ensure this instruction is reviewed and/or revised every two years.

2.2.5.2. Initiate and facilitate the tasking and theater pre-deployment orientation processes.

2.2.5.3. Provide AMC/A3O the 18 AF DIRMObFOR Man-Day forecast for each FY.

2.2.5.4. After each DIRMObFOR Course, add graduates to the “Pool” tab of the DIRMObFOR “Game Plan” spreadsheet and to the DIRMObFOR Historical Listing spreadsheet maintained on the AMC/A3CC EIM SharePoint page.

2.2.5.5. Schedule airdrop orientation/observation training (as required).

2.2.5.6. Schedule Scott AFB Orientation Visit (Office calls with USTC, AMC, 18 AF, 618 AOC (TACC) Staffs) when time allows or attempt a phone/VTC option.

2.2.6. AMC/A3Y will:

2.2.6.1. Identify which exercises require DIRMObFOR participation.

2.2.6.2. Coordinate with subject matter experts and provide exercise orientation training to selected DIRMObFORs/Deputies.

2.2.6.3. Solicit CCMDs for opportunities to provide DIRMObFORs to theater exercises for upgrade training and proficiency.

2.2.7. AMC/A1L will:

2.2.7.1. Identify active duty O-6 matters (e.g., school attendance, PCS, PCA, etc.) conflicting with DIRMObFOR related requirements by conducting availability checks.

2.2.7.2. Conduct availability checks to assist 18 AF/A3 in determining whether future DIRMObFORs/Deputies for AEF rotational requirements are available for exercise participation prior to their deployment.

2.2.7.3. Conduct availability checks to assist 18 AF/A3 in ensuring active duty DIRMObFORs/Deputies “Bench” members participate in future exercises.

2.2.7.4. Conduct availability checks after coordinating with USAF EC/XO and 18 AF/A5 to identify nominees to attend the DIRMObFOR course. Upon approval, A1L will submit names to AFPC.

2.2.8. USAF EC will:

2.2.8.1. Conduct the DIRMObFOR Course.

2.2.8.2. Coordinate their nominations to attend the DIRMObFOR Course with AMC/A1L.

2.2.8.3. Participate in DM4C meetings/DCO sessions.

2.3. AIR FORCES TRANSPORTATION LIAISON OFFICER (AFTRANS LNO).

2.3.1. AFTRANS LNOs support the gaining organization and enhance information sharing between organizations to ensure mutual understanding and unity of effort. Commanders may exchange liaison teams or individuals between higher, supporting, and subordinate commands as required. Liaison personnel generally represent the interests of the sending commander to the receiving commander, but can greatly promote understanding of the commander’s intent at both the sending and receiving headquarters; they should be assigned early during joint operational planning. LNOs from supporting to supported commanders are essential in determining needs and coordinating supporting actions (JP 3-0, Joint Operations). AFTRANS LNOs are normally senior officers with an extensive background in air mobility operations and are familiar with the area of responsibility (AOR). AFTRANS LNOs articulate the organization’s capabilities, plans/concerns, provide operational level guidance on air mobility matters, and relay concerns to air mobility leadership. AFTRANS LNOs remain ADCON to their parent organization and do not have the authority to make decisions for their commander without coordination and approval. AFTRANS LNOs are the personal and official representatives of the 18 AF/CC and are authorized DIRLAUTH with the receiving organization’s senior leadership (commander, director, etc.). AFTRANS LNO authority will be specified in an 18 AF order.

2.3.2. AFTRANS LNOs, whether individually or in teams, perform several critical functions that are consistent across the range of military options. The extent to which these functions are performed depends on the mission and the direction established by the commander they represent. A successful AFTRANS LNO performs four basic functions (JP 3-33, Joint Task Force Headquarters):

2.3.2.1. **Monitor.** AFTRANS LNOs monitor operations, the gaining organization, the sending organization, and must understand how each influences the other. AFTRANS LNOs must know the current situation and planned operations, understand pertinent staff issues, and understand their commander’s intent.

2.3.2.2. **Coordinate.** AFTRANS LNOs help synchronize current operations and future planning between the sending organizations and gaining organizations. They also accomplish this by coordinating with other LNOs and organizations.

2.3.2.3. **Advise.** AFTRANS LNOs are the experts on the sending organization’s capabilities and limitations. They advise the gaining organizations concerning

capabilities of their organizations. They must be proactive in providing the supported staff with relevant information on their organization's capabilities. AFTRANS LNOs are not decision makers and cannot commit their parent organizations to actions without coordination and approval.

2.3.2.4. **Assist.** AFTRANS LNOs provide assistance to various centers, groups, bureaus, cells, offices, elements, boards, WGs, planning teams, and like organizations by providing their expertise and facilitating coordination between their organizations. They must not accept formal tasking from any other organization. Formal taskings should be accomplished through normal command and control channels or as agreed to by the respective organizations.

2.3.3. AFTRANS LNOs are not full-time planners, watch officers, substitutes for delivering critical information through normal command and control channels, replacements for proper staff-to-staff coordination, or replacements for augmentees or representatives.

2.3.4. Upon returning from a contingency or exercise, the AFTRANS LNO will schedule a debrief with the 18 AF/CC. Following the 18 AF/CC debrief, the AFTRANS LNO will provide a copy of their after action report (AAR) to AMC/A9L. AMC/A9L will facilitate posting of the report into the Joint Lessons Learned Information System (JLLIS). AMC/A9L's email address is AMC.Lessons.Learned@us.af.mil.

Chapter 3

TRAINING

3.1. USAF Expeditionary Center (USAF EC) DIRMObFOR Course.

3.1.1. The USAF EC conducts DIRMObFOR initial training. This is a formal USAF training course listed in the ETCA (USAF Education and Training Course Announcements), PDS Code X0Q. The DIRMObFOR course prepares selected senior mobility officers to manage, monitor, and coordinate air mobility forces deploying in support of contingency operations, humanitarian assistance/disaster relief, or JCS/command specific exercises. The course emphasizes training with respect to a myriad of potential contingencies and teaches the students how to manage the demands placed on available air mobility resources. Lessons learned from former DIRMObFORs and JFACCs provide baseline knowledge and help educate students using practical applications. Candidates should be colonel (selects), colonels, and flag officers with a high degree of air mobility expertise. Typical candidates are active duty and Air Reserve Component (ARC) wing commanders, vice wing commanders, group commanders (i.e., OG/CCs, CRG/CCs and AMOG/CCs), and other select positions as authorized by 18 AF/CC.

3.1.2. Nominees for the DIRMObFOR class must possess a high potential for serving as a DIRMObFOR or Deputy DIRMObFOR and AFTRANS LNO. Distribution of class allocations are directed and approved by 18 AF/CC. Slot allocations are distributed between active duty AMC units, AMC-gained ARC units, other MAJCOMs/C-NAFs, and AFSAT (for international officers) with priority given to operational requirements. USAF EC, AMC/A1L, and ARC leadership can coordinate and deconflict through the DM4C, as necessary, to meet competing demands. AMC/A3CC manages the overall allocation process. 18 AF/CC is the final approval authority when determining priority of requirements. Candidates may be submitted from AMC, Air Combat Command (ACC), Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), Air Education and Training Command (AETC), Air Forces Central (AFCENT), Air Forces Southern (AFSOUTH), Air Forces Northern (AFNORTH), HQ AFRC, and Air National Guard Readiness Center (ANGRC). All allocations should be properly vetted and loaded through their respective MAJCOM/A1 formal training section. Thirty (30) days prior to class start date, AMC/A3C reallocates unused slots based on 18 AF/CC guidance. See Atch 2, DIRMObFOR Course Allocation Process.

3.1.3. The course is normally conducted twice a year at the USAF EC, EOS Det 1 at Hurlburt Field FL. Class size is typically 20 seats although AMC/A3C can approve 2 additional seats per class to meet demands.

3.1.3.1. The training consists of a 5-day course emphasizing specific duties, command relationships, C2 concepts, communications systems, cross tell with past DIRMObFORs, exchanging problems and solutions, an exercise scenario, and other topics of interest.

3.1.3.2. There is limited seating for anyone wanting to “audit” the course and must be approved through HQ AMC/A3C. Anyone auditing the course will not receive course completion credit.

3.1.4. USAF EC will forward names of DIRMOBFOR course graduates to HQ AMC/A3C for retention in a command data base. The list includes name and date of attendance.

3.1.5. Refer to the DIRMOBFOR Global SharePoint page (<https://cs3.eis.af.mil/sites/AM-OP-01-61/default.aspx>) for current DIRMOBFOR courseware.

Chapter 4

APPOINTMENT AND SELECTION PROCESSES

4.1. Director of Mobility Forces Pre-Designation Appointment Process.

4.1.1. 18 AF will maintain pre-designated lists of DIRMOBFORs and Deputies for each CCMD (aka “Bench”). This list is maintained by 18 AF/A5 and AMC/A3C and is updated as necessary.

4.1.1.1. Each pre-designated “Bench” should have at least two general officer (GO) DIRMOBFORs and a minimum of six Colonel (O-6) Deputy DIRMOBFORs (2 each from active duty, AFRC, and ANG).

4.1.1.2. AFRC/ANG DIRMOBFOR Course graduates volunteering to serve on a “Bench” will be expected to remain on the “Bench” for a minimum of two years and be available to deploy. 18 AF/CC will issue an appointment letter to each officer. ARC officers are encouraged to sign a voluntary activation consent letter that will speed-up activation order process.

4.1.1.3. All “Bench” members will be required to accomplish OPLAN/CONPLAN study with 18 AF/A5 by participating in those AFTRANS GO-level Mission Analysis sessions for their aligned CCMD.

4.1.1.4. All “Bench” members should be prepared to participate in their aligned CCMD major/CJCS exercise(s).

4.1.2. Those candidates that don’t get assigned to a “Bench” along with those that have already finished their tour on a “Bench” will be assigned to a list known as the “Pool.”

4.1.3. To serve on a “Bench,” DIRMOBFOR/Deputies must be graduates of the DIRMOBFOR Course (Waiver authority is 18 AF/CC for individual case-by-case exception).

4.1.4. All DIRMOBFORs and deputies will have a Top Secret-SCI security clearance with caveats (SI/TK/G/HCS).

4.2. Selection for Deployment Process.

4.2.1. USTRANSCOM/J3 forwards validated Combatant Commander DIRMOBFOR request to 18 AF/A3 for sourcing.

4.2.2. With robust CCMD-aligned “Benches” of trained and ready DIRMOBFORs/Deputies, 18 AF/A3 will check availability of “Bench” members and coordinate with AFRC/A3, NGB/A3 (as required), USAF EC/CC, and provide 18 AF/CC the finalized short list of those available for selection to be tasked to deploy.

4.2.2.1. When required to sustain an operation utilizing AEF rotations with AFRC/ANG DIRMOBFOR/Deputies, members must be identified a minimum of 6 months prior to projected required delivery date (RDD). This will ensure adequate time for orders processing, pre-deployment training, and orientation visits.

4.2.3. General Officer DIRMOBFOR and Colonel DIRMOBFOR/Deputy/AFTRANS LNO requirements.

4.2.3.1. For all exercise and real-world events requiring a GO DIRMObFOR, 18 AF/CC will forward vetted candidate(s) to AMC/CC for approval. If those GOs on the “Bench” are unavailable when an operational/exercise requirement arises, the AMC/CC may direct AMC/CG and/or CR to nominate qualified individuals to serve as a DIRMObFOR.

4.2.3.1.1. AMC/CG will coordinate with NGB/GO to initiate a nomination process. AMC/CG will inform 18 AF/CC of Chief, NGB’s nominee.

4.2.3.1.2. AMC/CR will coordinate with AFRC/REG to initiate a nomination process. AMC/CR will inform 18 AF/CC of AFRC/CC’s nominee.

4.2.3.2. For all exercises and real-world events requiring a Colonel DIRMObFOR/Deputy/AFTRANS LNO, 18 AF/CC is the approval authority.

4.2.3.3. 18AF/CC will forward the nominee’s information to the theater commander for acceptance, and once accepted, notify the selected DIRMObFOR candidate. For 18 AF/CC-approved Deputy DIRMObFOR candidates, AMC/A1L will forward the nominee to the theater’s senior leader management office for coordination.

4.2.4. 18 AF/A3 will determine if the tasked DIRMObFOR requires additional training (e.g., airdrop, additional exercise participation).

4.2.5. For Exercises, AMC/A3Y will forward request for a DIRMObFOR team to 18 AF/A3 NLT 90 days prior to exercise STARTEX. The DIRMObFOR team should be identified by 18 AF/A3 and communicated to AMC/A3CC NLT 60 days prior to STARTEX (the DIRMObFOR should be identified NLT 30 days prior to the first senior level planning or coordinating event).

4.3. DIRMObFOR Staff Selection Process.

4.3.1. Once identified, the DIRMObFOR may identify a support staff, preferably knowledgeable in the operational C2 environment or notify 18 AF/A3 to initiate FAM sourcing. This staff consists of two executive officers and two knowledge operations management enlisted personnel. Liberal rank and Air Force specialty code (AFSC) substitutions are authorized as mission requirements dictate. The Deputy DIRMObFOR is part of the staff but is selected by the same means as the DIRMObFOR. Early selection of both the DIRMObFOR and staff will facilitate the training and planning necessary for a successful operation or exercise.

4.4. DCAPES Tasking Process. Normally, the DIRMObFOR and staff are tasked in the Deliberate and Crisis Action Planning and Execution System (DCAPES) using unit type code (UTC) 9AAJE (See the following AFMA link for UTC MISCAP and MFE composition: <https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t6925EC2E64F80FB5E044080020E329A9&parentCategoryId=-2018632&channelPageId=s6925EC1350450FB5E044080020E329A9>). The staff is usually tasked from resources within the DIRMObFOR’s home unit; otherwise, the AMC functional manager sources the staff as directed by 18 AF/A3.

4.4.1. 18 AF/A3 will notify AMC/A3CC when an AFTRANS LNO has been selected to deploy. An AFTRANS LNO will be tasked on a United States Transportation Command G-series unit line number (ULN) in DCAPES using a 9AZ99 UTC (or until such time as an AFTRANS LNO UTC is developed).

4.5. Pre-deployment Actions.

4.5.1. DIRMObFORs/Deputies selected for an AEF deployment will participate in a major/JCS exercise (e.g., Terminal Fury, Key Resolve, Ulchi Freedom Guardian, Austere Challenge, Ardent Sentry, Vigilant Shield, Blue Flag, etc.) prior to deployment (18 AF/CC is waiver authority).

4.5.1.1. For exercises, selected DIRMObFORs will make every attempt to contact the previous/last DIRMObFOR to participate in the exercise. A roster of DIRMObFORs from prior exercises is maintained on the DIRMObFOR Global SharePoint page (<https://cs3.eis.af.mil/sites/AM-OP-01-61/default.aspx>).

4.5.1.2. For exercises, DIRMObFORs/Deputies should receive theater/scenario-focused, pre-mission training with subject matter experts coordinated by AMC/A3Y.

4.5.2. 18 AF/CC requires DIRMObFORs/Deputies selected for an AEF deployment to have airdrop familiarization. When an individual has minimal level of/no airdrop experience, AMC/A3C will coordinate airdrop orientation and observation training (18 AF/CC is waiver authority).

4.5.2.1. Primary airdrop orientation and observation training venues are Joint Readiness Training Center (JRTC) (Green Flag – Little Rock) and Joint Operational Assessment Exercise (JOAX). An alternate venue is the Advanced Airlift Tactics Training Center (AATTC).

4.5.2.2. Airdrop orientation and observation training should be tailored for the individual. The assigned training POC will contact the DIRMObFOR candidate to determine the required level of training. The training may consist of C-130 and C-17 airdrop/airland capabilities, mission planning process, how airdrop loads are rigged/prepped, Aircraft Rescue & Firefighting (ARFF) requirements for LZ ops, and a familiarization flight (including night vision goggle (NVG) procedures).

4.5.3. Prior to an operational deployment, the DIRMObFOR/Deputies will normally attend a one-to-two day orientation at Scott AFB IL. The orientation includes USTRANSCOM, AMC, 18 AF, and 618 AOC (TACC) functional area visits and briefings. If possible, the AMC visit should include a visit to the Threat Working Group (TWG) and attendance at a TWG principal meeting. This orientation visit is set-up by AMC/A3CC (18 AF/CC is waiver authority).

4.5.3.1. Scott AFB orientation may require program read-ins by USTRANSCOM, AMC, and 18 AF.

4.5.4. The DIRMObFOR may be required to visit a theater HQ/C-NAF for an orientation/briefing.

4.5.5. The DIRMObFOR should review the DIRMObFOR Global SharePoint page (<https://cs3.eis.af.mil/sites/AM-OP-01-61/default.aspx>) for the most current DIRMObFOR pre-deployment training tables, information, and resources.

4.6. Post Deployment Actions.

4.6.1. Within 14 days of redeployment from a contingency or humanitarian assistance/disaster relief operation, the DIRMObFOR will contact AMC/A3E, USAF

EC/CCE, and 18 AF/CCE, to schedule an after-action debrief with AMC/A3, USAF EC/CC, 18 AF/CC, and AMC/CC. See DIRMOBFOR Global SharePoint page for a sample AAR.

4.6.2. Following the debrief to the AMC/CC, the DIRMOBFOR will provide a copy of their AAR to AMC/A9L. AMC/A9L will facilitate posting of the report into JLLIS. AMC/A9L's email is AMC.Lessons.Learned@us.af.mil.

4.7. Funding.

4.7.1. Theater ULN funding information should be IAW theater reporting instructions and theater comptroller alert message.

4.7.1.1. For an ARC member needing Man-Days to support a theater ULN, a Military Personnel Appropriation (MPA) request should be made through current man-day allocation system IAW theater reporting instructions and theater comptroller alert message.

4.7.2. G-Series ULN funding will be unit-funded and orders should reference the operation or exercise Emergency or Special Program (ESP) code.

4.7.2.1. For an ARC member needing Man-Days to support a G-Series ULN, a MPA request should be initiated through the man-day allocation system by AMC/A3O (Operations) with prior coordination from AMC/A3CC. AMC/A3O (AMC/A3 Man-Day manager) will ensure requirement is validated by AMC/A3CC prior to initiating man-day request in the man-day allocation system.

4.7.2.2. For an ARC member's travel and per diem to support a G-series ULN, member's unit fund cite will be used. AMC/FM provides AFRC and NGB TDY funding quarterly; contact unit Resource Advisor or Wing Comptroller's office for assistance.

4.7.3. Mobilization Assistant (MA) orders should be worked through their appropriate general officer or colonel Readiness Management Group (RMG).

4.7.4. Individual Mobilization Augmentee (IMA) orders should be worked through their local Unit Reserve Coordinator (URC) and their servicing RMG.

Chapter 5

AFNORTH DEFENSE SUPPORT TO CIVIL AUTHORITY (DSCA) OPERATIONS

5.1. General. The AFNORTH DIRMObFOR is one of the most challenging air mobility tours due to the unique nature of the CONUS AOR with the various levels of local, county, state, and federal authority. As the magnitude of a crisis escalates, a higher level of authority may come into play, however, certain lower levels of authority may still be in charge. This escalation/de-escalation process requires knowledge of civil-military support and the limitations of military authority, a thorough understanding of DSCA is a prerequisite.

5.2. References. All DIRMObFORs and deputy DIRMObFORs will be familiar with the following policies, procedures, instructions, and websites:

- 5.2.1. AMCI 10-202v7, *Director of Mobility Forces (DIRMObFOR) Policy and Procedures*.
- 5.2.2. Air Force Doctrine, Volume III, Annex 3-17, *Air Mobility Operations*.
- 5.2.3. AFNORTH Instruction 10-202A, *Operational Procedures-Regional Air Movement Control Center*.
- 5.2.4. J-CONOPS (6 June 2008), *Air Mobility Coordination for Crisis Response*.
- 5.2.5. CONR-AFNORTH Instruction 10-10, *Contingency Action Team (CAT)*.
- 5.2.6. <https://operations.noradnorthcom.mil/sites/afnorth/default.aspx>
- 5.2.7. <http://www.dsca.army.mil/>
- 5.2.8. <http://www.fema.gov/>
- 5.2.9. <http://www.northcom.mil/>
- 5.2.10. <http://www.1af.acc.af.mil/>

5.3. Responsibilities. The AFNORTH DIRMObFOR is an air mobility facilitator and air mobility advisor to the AFNORTH/JFACC. The 601 AOC/AMD is available to assist the DIRMObFOR in facilitating air movement efficiency and effectiveness, but does not fall under the direction of the DIRMObFOR. The DIRMObFOR will coordinate with the AMD Chief or AOC Commander as necessary to facilitate effective air mobility operations. The DIRMObFOR and/or Deputy DIRMObFORs will be expected to establish necessary communication between AFNORTH, ANG/CAT, NGCC, NORTHCOM/J3, 18 AF (AFTRANS), 618 AOC (TACC), TRANSCOM/J3, and other organizations in order to ensure a common operating picture for all agencies involved in CONUS air mobility operations conducted by AFNORTH as the air component to NORTHCOM.

5.4. Training.

5.4.1. In addition to the training requirements listed in **Chapters 3 and 4**, the following will be accomplished:

- 5.4.1.1. Attendance in the Defense Support of Civil Authorities (DSCA) course. The DSCA course consists of two phases; Phase I is a CBT and Phase II is a 5-day in-residence course. Go to the DIRMObFOR Global SharePoint page for DSCA registration details. Completion dates will be forwarded to 18 AF/A5.

5.5. Reporting Instructions. DIRMOBFORs will utilize the latest reporting instructions from AFNORTH/A1. After selection as an AFNORTH DIRMOBFOR, the individual will coordinate a visit with the 1 AF/CS and in-process through PERSCO to obtain computer accounts and security badges that will last the duration of their 2 year tour. This will facilitate rapid operational setup during short-notice contingencies.

5.6. Tasking. All visits by DIRMOBFORs must be coordinated through 1 AF/CS. Generally, 1 AF/CC will request DIRMOBFOR support for exercises through Joint Training Information Management System (JTIMS) and through a “Request For Forces” for contingencies. Additional coordination will include AMC/A3C, AMC/A3Y, 18 AF/A3, and 18 AF/CS for proper tasking and funding authorizations.

5.7. Roster. 18 AF/A5 maintains the current “Bench” list of all pre-designated AFNORTH DIRMOBFORs. Both 1 AF/CS and 601 AMD will maintain a contact roster of DIRMOBFORs to include e-mail, phone numbers, addresses, and home units of each individual.

5.8. Scheduling. To facilitate rapid call-up capability during hurricane season, a schedule of availability will be produced by 18 AF/A3 prior to the start of hurricane season and continuously updated as necessary.

5.9. Re-deployment. As the crisis or situation decreases to a level no longer requiring DIRMOBFOR support, the lead DIRMOBFOR will coordinate with 1 AF/CS and AFNORTH/JFACC for re-deployment back to home station.

Chapter 6

DIRMOBFOR/AFTRANS LNO COMMUNICATIONS SUPPORT

6.1. General.

6.1.1. The DIRMOBFOR and staff or AFTRANS LNO may deploy to austere locations that lack robust communications systems. In these situations, the DIRMOBFOR/AFTRANS LNO may deploy with a specifically designed limited initial communications package.

6.1.2. The purpose of the initial communications package is to provide the DIRMOBFOR and staff or AFTRANS LNO with an initial “lifeline” of both secure and non-secure voice/data communications. The communications package consists of laptop computers, a color printer, scanner, facsimile machine, Secure Telephone Equipment (STE), Satellite Telephone, International Maritime Satellite (INMARSAT) terminal, and an Ultra-High Frequency (UHF) Demand Assigned Multiple Access (DAMA) satellite communications (SATCOM) system.

6.1.3. HQ AMC/A3C maintains two initial communications packages at Scott AFB IL, which will deploy with dedicated support personnel under UTC 9AAJF. Personnel assigned to UTC 9AAJF will be capable of a 12 hour response time (defined as personnel and equipment “ready-to-load”). Support personnel will maintain an active Secret security clearance and small arms qualification with both the M9 pistol and M4/M16 rifle. Additional UTC 9AAJF requirements for support personnel include both Official/Civilian Passports, an International Driver’s License, completion of AMC Affiliation/equipment preparation courses, and recurring Communications Security (COMSEC) Responsible Officer/Courier training. All training/qualifications required by 9AAJF support personnel will be at the government’s expense.

6.2. Tasking. When the requirement to deploy an initial communications package has been validated, HQ AMC/A3C will task UTC 9AAJF via DCAPEs. Both the equipment and support personnel will deploy using a USTRANSCOM Unit Line Number (ULN) and are considered USTRANSCOM-assigned mobility forces supporting an 18AF-provided DIRMOBFOR or AFTRANS LNO. These assets do not change operational control (CHOP) and will re-deploy once the theater provides either a permanent or more robust communications capability. Although initial communications package support personnel shall remain under the ADCON of their home station squadron commander, the DIRMOBFOR or AFTRANS LNO shall consider them an extension of their staff and include them within the personnel count for lodging, messing, transportation, ECS/BOS, etc.

6.3. Deployment Duration. The initial communications package and its dedicated support personnel shall remain deployed only until the requirement for a DIRMOBFOR or AFTRANS LNO is eliminated or a more robust communications capability is installed; neither they nor their equipment are eligible for “follow-on” tasking in support of non-DIRMOBFOR/AFTRANS LNO requirements. HQ AMC/A3C will coordinate all personnel rotation and equipment movement actions with DIRMOBFOR/AFTRANS LNO staff members to ensure seamless communications capability.

SCOTT M. HANSON, Major General, USAF
Director of Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFD, Volume III, Annex 3-17, *Air Mobility Operations*, 14 February 2013

AFI 90-1601, *AF Lessons Learned Program*, 18 December 2013

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 10-2, *Readiness*, 6 November 2012

JP 3-0, *Joint Operations*, 11 August 2011

JP 3-17, *Air Mobility Operations*, 30 September 2013

JP 3-33, *Joint Task Force Headquarters*, 30 July 2012

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AAR—After Action Report

AATTC—Advanced Airlift Tactics Training Center

ACC—Air Combat Command

ADCON—Administrative Control

AEF—Air Expeditionary Force

AFCENT—Air Forces Central

AFD—Air Force Doctrine

AFI—Air Force Instruction

AFMA—Air Force Manpower Agency

AFNORTH—Air Forces Northern

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRICOM—Africa Command

AFSC—Air Force Specialty Code

AFSOUTH—Air Forces Southern

AFTRANS—Air Forces Transportation

AMC—Air Mobility Command

AMCI—Air Mobility Command Instruction

AMD—Air Mobility Division

AMOS—Air Mobility Operations Squadron
ANG—Air National Guard
AOC—Air Operations Center
AOR—Area of Responsibility
ARC—Air Reserve Component
ARFF—Aircraft Rescue & Firefighting
BOS—Base Operating Support
C2—Command and Control
CBT—Computer-Based Training
CCDR—Combatant Commander
CCMD—Combatant Command
CENTCOM—Central Command
CHOP—Change of Operational Control
CMAS—Command Man-Day Allocation System
COMAFFOR—Commander, Air Force Forces
COMSEC—Communications Security
CONUS—Continental United States
CRW—Contingency Response Wing
DAMA—Demand Assigned Multiple Access
DCAPES—Deliberate and Crisis Action Planning and Execution System
DCO—Defense Coordinating Officer
DIRLAUTH—Direct Liaison Authorized
DIRMOBFOR—Director of Mobility Forces
DM4—Director of Mobility Forces
DM4C—DIRMOBFOR Council
DoD—Department of Defense
DSCA—Defense Support to Civil Authorities
ECS—Expeditionary Combat Support
EOS—Expeditionary Operations School
ESP—Emergency or Special Program
E-TBM—Enabler-Theater Battle Management
ETCA—Education and Training Course Announcements

EUCOM—European Command
FEMA—Federal Emergency Management Agency
GCC—Geographic Combatant Commander
GO—General Officer
HQ—Headquarters
INMARSAT—International Maritime Satellite
JCS—Joint Chiefs of Staff
JDDOC—Joint Deployment Distribution Operations Center
JFACC—Joint Force Air Component Commander
JFC—Joint Force Commander
JLLIS—Joint Lessons Learned Information System
JOAX—Joint Operational Assessment Exercise
JP—Joint Publication
JRTC—Joint Readiness Training Center
JTF—Joint Task Force
LNO—Liaison Officer
LZ—Landing Zone
MAF—Mobility Air Forces
MAJCOM—Major Command
MPA—Military Personnel Appropriation
MFE—Manpower Force Element
MISCAP—Mission Capability Statement
MOA—Memorandum of Agreement
MSS—Mission Support Squadron
NGCC—National Guard Coordination Center
NORTHCOM—Northern Command
NVG—Night Vision Goggle
OPR—Office of Primary Responsibility
PACAF—Pacific Air Forces
PACOM—Pacific Command
PDO—Publications Distribution Office
POC—Point of Contact

RDD—Required Delivery Date
RDS—Records Disposition Schedule
RMG—Readiness Management Group
SATCOM—Satellite Communications
SCI—Special Compartmentalized Information
SOUTHCOM—Southern Command
STARTEX—Start Exercise
STE—Secure Telephone Equipment
TACC—Tanker Center
TWG—Threat Working Group
UHF—Ultra High Frequency
ULN—Unit Line Number
URC—Unit Reserve Coordinator
USAF—United States Air Force
USAFE—United States Air Forces Europe
USAF EC—United States Air Force Expeditionary Center
USTRANSCOM—United States Transportation Command
UTC—Unit Type Code

Attachment 2

DIRMOBFOR COURSE QUOTA ALLOCATION PROCESS**Figure A2.1. DIRMOBFOR COURSE QUOTA ALLOCATION PROCESS.**

Action	Description	Timeline (NLT)	OPR	OCR(s)
AMC/A3C will initiate DIRMOBFOR Course Quota Allocation Process	Notify AMC/A1L & 18 AF/A5	D-120 days	AMC/A3C	AMC/A1L 18 AF/A5
18 AF/A5 will coordinate with AMC/A1L to compile a list of AMC senior leaders (e.g., Wg/CC/CVs, Operations/CR Group/CCs, etc.) that require DIRMOBFOR training	Review Senior Leadership Rosters and check availability to meet bench, pool and AEF requirements	D-90 days	18 AF/A5	USAF EC/XO AMC/A3C AMC/A1L
AMC/A3C will notify NGB/HR and AFRC/A3T of quota allocation (typically 4 to AFRC and 5 to ANG)	NGB/HR and AFRC/A3T will send out a “Call for Nominees”	D-90 days	AMC/A3C	NGB/HR AFRC/A3T
18 AF/CC & USAF EC/CC approve list of DIRMOBFOR candidates and return to AMC/A3C and AMC/A1L	18 AF/A5 will ensure approved list gets to AMC/A1L	D-75 days	18 AF/A5	USAF EC/XO AMC/A3C AMC/A1L
AMC/A3C will ensure AMC quota allocations are loaded with USAF EC/EOAR	Contact EC Registrar Office with AMC allocations	D-60 days	AMC/A3C	USAF EC/EOAR
NGB/HR and AFRC/A3T will ensure their candidates are properly vetted and loaded with USAF EC/EOAR	Contact EC Registrar Office with ANG and AFRC allocations	D-60 days	NGB/HR AFRC/A3T	USAF EC/EOAR
AMC/A3C will coordinate with AMC/A1L to identify seats remaining following AMC availability checks & ARC response for other MAJCOM use		D-60 days	AMC/A3C	AMC/A1L
AMC/A3C will solicit other MAJCOMs for DIRMOBFOR candidates, as necessary and by exception, to fill seats not filled by AMC or ANG/AFRC	PACAF/A1L, USAFE/A1L, ACC/A1L (for AFSOUTH, AFNORTH, AFCENT), AETC/A1L will send out a “Call for Nominees”	D-60 days	AMC/A3C	PACAF/A1L USAFE/A1L ACC/A1L AETC/A1L

AMC/A3C will notify AFSAT/DOX of how many international officer quota allocations they have		D-60 days	AMC/A3C	AFSAT/DOX
All MAJCOM/A1Ls will ensure their candidates are properly vetted and loaded with USAF EC/EOAR	Contact EC Registrar Office with allocations	D-45 days	PACAF/A1L USAFE/A1L ACC/A1L AETC/A1L	USAF EC/EOAR
AFSAT/DOX will ensure their candidates are properly vetted and loaded with USAF EC/EOAR	Contact EC Registrar Office with AFSAT Int'l officer allocations	D-45 days	AFSAT/DOX	USAF EC/EOAR
AMC/A3C will forward a final DIRMObFOR class roster to USAF EC EOS Det 1/CC and DIRMObFOR Course Director	AMC/A3C will pull a current class roster from OTA	D-30 days	AMC/A3C	USAF EC EOS Det 1
NOTE: D = Next DIRMObFOR Class Start Date (CSD)				

POINTS of CONTACT:

AMC/A1L - DSN 779-7889

AMC/A3C - DSN 779-1270

18 AF/A3 – DSN 779-7954

18 AF/A5 – DSN 779-7841

USAF EC/EOAR - DSN 650-7156/7154

NGB/HR - DSN 612-8884

AFRC/A3T - DSN 497-1973/0549

ACC/A1L - DSN 574-3949

PACAF/A1L - DSN 315-449-0398/0396

USAFE/A1L - DSN 314-480-6423

AETC/A1L - DSN 497-7735

AETC AFSAT/DOX - DSN 487-4574

USAF EC/XO - DSN 650-7036

USAF EC EOS Det 1 - DSN 579-0033/7722